



November 2004

**UNITED STATES ARMY  
SOLDIER SUPPORT INSTITUTE  
ADJUTANT GENERAL SCHOOL**

**PROCESS A COMPLETED NONCOMMISSIONED  
OFFICER EVALUATION REPORT**

**STUDENT HANDOUT**

**(DO NOT WRITE IN THIS BOOKLET)**

- (1) Rating officials use DA Form 2166-8 to provide the Department of the Army (DA) with a brief, clear assessment of the rated NCO's duty performance, professionalism, and potential. The form also provides evaluation information used to make sound personnel management decisions to ensure that a NCO's potential can be fully developed.
- (2) Each is an independent evaluation of the rated NCO for a specific rating period and must stand-alone. The report will not refer to prior or subsequent reports, nor will it remark on performance or incidents occurring before or after the rating period, except for those situations of regulation exception, like the date of the height/weight authentication, or for the most recent APFT performance or for profile data occurring prior to the report's beginning date.
- (3) NO reference may be made to unverified derogatory information concerning the NCO.
  - (a) Reference only that information which has been verified by investigation.
  - (b) If the NCO is absolved, place NO comments pertaining to the incident in the report.
- (4) The following comments are prohibited on the NCO-ER:
  - (a) Inappropriate or arbitrary remarks related to race, color, religion, or national origin.
  - (b) A rating official's personal bias or prejudice.
  - (c) Any punitive or administrative action taken (or planned) against a rated NCO.

- (1) All administrative and bullet comment portions of the form will be prepared by typing or by computer-driven printer in either pica (10 pitch) or elite (12 pitch) type face.
- (2) Verify that all box marks have been typed or handwritten "X" in black ink, along with signatures in Part II. Facsimile signatures are not authorized.
- (3) Authorized abbreviations may be used; however, acronyms should be avoided.
- (4) Verify that each comment is preceded by a small letter "o" (bullet) to indicate the start of the comment.
- (5) Verify that all the comments are double-spaced between bullets.
- (6) Verify that there is no more than one bullet comment per line.
- (7) Verify that these parts of the NCO-ER do not contain excessive use of capital letters, underlining, italics, exaggerated margins, or similar techniques.
- (8) Verify that the NCO-ER is intact and has not been taped or stapled.

<b>NCO EVALUATION REPORT</b> For use of this form, see AR 623-205; the proponent agency is ODCSPER						SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX C.											
<b>PART I - ADMINISTRATIVE DATA</b>																	
<b>a. NAME (Last, First, Middle Initial)</b> GREEN, MARY B.				<b>b. SSN</b> 979-00-1234		<b>c. RANK</b> SFC		<b>d. DATE OF RANK</b> 980701		<b>e. PMOSC</b> 42A4PA300							
<b>f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND</b> Co A, 1 <sup>st</sup> Bn, 87 <sup>th</sup> Inf 10 <sup>th</sup> Mountain Div, Ft Drum, NY 31846 FORSCOM								<b>g. REASON FOR SUBMISSION</b> 2      Annual									
<b>h. PERIOD COVERED</b>				<b>i. RATED MONTHS</b>		<b>j. NON-RATED CODES</b>		<b>k. NO. OF ENCL</b>		<b>l. RATED NCO COPY (Check one and Date)</b>		<b>m. PSC Initials</b>		<b>n. CMD CODE</b>		<b>o. PSB CODE</b>	
FROM		THRU								1. Given to NCO		Date					
YYYY	MM	YYYY	MM														
2008	05	2009	04	11		P		1								DS      TA19	

In the case of annual reports, Part I is normally completed by the NCO-ER section of the Personnel Services Battalion (PSB). However, if the PSB is late with the NCO-ER shell, the S1 should complete Part I to save time.

It is important that the rater verifies the Part I data with the rated NCO, and notifies the S1 of any reported errors.

- (1) **Block a:** Verify the LAST NAME, FIRST NAME, MIDDLE INITIAL.
- (2) **Block b:** Verify the Social Security Number (SSN).
- (3) **Block c:** Verify the three letter abbreviation for the NCO's military rank (example: SFC, MSG).
- (4) **Block d:** Verify the six digit DATE OF RANK in year month day sequence (example: 950522).
- (5) **Block e:** Verify up to nine digits of the Primary MOS code (example: 75H4PA300, or 18B5SLAW9).
- (6) **Block f:** Verify the requested data in the order listed on the form UNIT, ORGANIZATION, STATION, ZIP CODE OR APO, MAJOR COMMAND (i.e.: Co A., 1/87th Inf, 10th Mountain Div, Fort Drum NY 31846 FORSCOM).

**NOTE:** MAJOR COMMAND (Block f) should be spelled out, but may be entered as two-character code to conserve space.

- (7) **Block g:** Verify the appropriate report code in the left portion of the block and the report title in the right-hand part of the block.
- (8) **Block h:** Verify the beginning date in the FROM box using six digit numerical identifiers for year and month (example: 1999 05).
- (9) **Block i:** Compute the number of rated months as follows: Total the number of calendar months in the rating period from the beginning month through the ending month.
- (10) **Block j:** Verify the appropriate codes. If there were no nonrated periods of time, leave blank.

- (11) **Block k:** Verify the number of authorized enclosures, if any. Leave BLANK if there are no enclosures.
- (a) Verify that any enclosure does not exceed one page in length, and that the enclosure is prepared on 8 1/2 X 11 inch bond paper.
  - (b) Verify that each enclosure, if any, contains the rated NCO's full name, SSN, and grade.
  - (c) Verify that each enclosure, if any, specifies the period covered by the NCO-ER.
  - (d) Verify that the originator of any enclosure has stated the reason for its inclusion with the NCO-ER, and has signed the enclosure.
- (12) **Block n:** Verify the rated NCO Major Command (MACOM) by entering the two-character command assignment code.
- (13) **Block o:** Verify the four position alphanumeric Personnel Services Battalion (PSB) code (i.e. TA19).

PART II - AUTHENTICATION			
a. NAME OF RATER (Last, First, Middle Initial)	SSN	SIGNATURE	
JACOBSON, LEE R.	920-76-3692	L.R. JACOBSON	
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT			DATE
1SG, 92Y40, Co A, 1/87 <sup>th</sup> Inf, 10 <sup>th</sup> Mountain Div, Ft Drum, NY 31846 First Sergeant			
b. NAME OF SENIOR RATER (Last, First, Middle Initial)	SSN	SIGNATURE	
LARSON, KEVIN P.	991-33-0642	KEVIN P. LARSON	
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT			DATE
CPT, QM, Co A, 1/87 <sup>th</sup> Inf, 10 <sup>th</sup> Mountain Div, Ft Drum, NY 31846 Commander			
c. RATED IYCD: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating officials in Part II, the duty description to include the counseling dates in Part III, and the APF and height/weight entries in Part IV are correct. I have seen the report completed through Part V, except Parts II and III. I am aware of the appeals process of AF 873-205.		SIGNATURE	DATE
		MARY B. GREEN	
d. NAME OF REVIEWER (Last, First, Middle Initial)	SSN	SIGNATURE	
WAGNER, KENNETH R.	933-62-2101	KENNETH R. WAGNER	
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT			DATE
LTC, QM, 1/87 <sup>th</sup> Inf, 10 <sup>th</sup> Mountain Div, Ft Drum, NY 31846 Battalion Commander			
e. <input type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input checked="" type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)			

**NOTE:** The NCO-ER report is to be signed and dated as follows, depending on the type of report.

- (1) **ANNUAL:** Annual report will not be signed before the first day of the month following the ending month of the report.
- (2) **CHANGE OF RATER:** A Change of Rater report may not be signed before the date of the change occurs. However, in the event of a Permanent Change of Station (PCS), the report may be completed and signed up to 10 days prior to the date of departure in order to facilitate orderly out-processing.
- (3) **COMPLETE THE RECORD:** The Complete the Record reports will not be signed prior to the first day of the month following the ending month.
- (4) **RELIEF FOR CAUSE:** Relief for Cause Reports may be signed at any time during the closing or the month following the report.

## Processing the NCO-ER

- (1) Verify that the name, SSN, rank, primary military occupational specialty (PMOS)/Branch, organization, and duty assignment for the rater, senior rater, and reviewer have been entered in their respective blocks (a, b, and d).

Example:

- (a) Enlisted Soldier: (1SG, 92Y5M, Co A, 1/87<sup>th</sup> Inf, 10<sup>th</sup> Mountain Div, Ft Drum, NY 31846 First Sergeant)
- (b) Warrant Officer: (CW2, 420A, Co A, 1/87<sup>th</sup> Inf, 10<sup>th</sup> Mountain Div, Ft Drum, NY 31846 Platoon Leader)
- (c) Officers: (CPT, QM, Co A, 1/87<sup>th</sup> Inf, 10<sup>th</sup> Mountain Div, Ft Drum, NY 31846 Commander)

- (2) Verify that the senior rater obtained the rated NCO's signature, or entered the appropriate "NCO refuses to sign" or "NCO unavailable for signature" in Block c.
- (3) Verify that the rater, senior rater, and reviewer signed and dated the report in their respective blocks (a, b, and d).
- (4) Verify that the reviewer placed a typed or handwritten "X" in the box indicating "concur with rater and senior rater evaluations" or "nonconcur with rater and/or senior rater evaluations" in Block e.
- (5) Verify that the reviewer included an enclosure with the NCO-ER to explain an "X" placed in the nonconcurrence box and that a copy is given to the rated NCO.

PART III - DUTY DESCRIPTION (Rater)				
a. PRINCIPAL DUTY TITLE	Human Resources SGT		b. DUTY MOSC	42A40
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars)				
Provide personnel support to the unit.				
d. AREAS OF SPECIAL EMPHASIS				
Rater: lee.jacobson@; S/R: kevin.larson@; Rev:				
e. APPOINTED DUTIES				
Platoon Sergeant				
f. COUNSELING DATES	INITIAL	LATER	LATER	LATER

- (1) **Block a:** Verify the PRINCIPAL DUTY TITLE. The duty title can be located on the ERB or on the UMR.
- (2) **Block b:** Verify the DUTY MOSC. The duty title can be located on the soldier's ERB, or on the UMR.
- (3) **Block c:** Verify the rated NCOs daily duties and the scope of those duties are recorded in Block c in short, concise phrases which begin with action words and are separated by semi-colons. The duty description is essential to performance counseling and evaluation.
- (4) **Block d:** Verify the rated NCO's areas of special emphasis and the rater's, senior rater's and the reviewer's E-Mail address' are recorded.
- (5) **Block e:** Verify, Block d for his or her appointed duties listed in Block e consist of a list of tasks and duties which are separated by semi-colons.
- (6) **Block f:** Verify the counseling dates of the rated NCO are entered either as six digit dates (e.g., 090510), or date, month and year (e.g., 10 May 09).
- (7) In the absence of counseling dates in Block f, the senior rater must enter a comment in Part V, Block e explaining why counseling of the rated NCO was not accomplished on the appropriate date (s). Verify that such documents are present.



# Counseling Record (DA Form 2166-8-1)

<b>NCO COUNSELING CHECKLIST/RECORD</b> <small>For use of this form, see AR 623-205; the proponent agency is CDCSPER</small>			
NAME OF RATED NCO	RANK	DUTY POSITION	UNIT
GREEN, Mary B.	SFC	Personnel Sergeant	Co A, 1/87th Inf, 10th Mountain Division
<p><b>PURPOSE:</b> The primary purpose of counseling is to improve performance and to professionally develop the rated NCO. The best counseling is always looking forward. It does not dwell on the past and on what was done, rather on the future and what can be done better. Counseling at the end of the rating period is too late since there is no time to improve before evaluation.</p> <p><b>RULES:</b></p> <ol style="list-style-type: none"> <li>1. Face-to-face performance counseling is mandatory for all Noncommissioned Officers.</li> <li>2. This form is for use along with a working copy of the NCOER for conducting NCO performance counseling and recording counseling content and dates. Its use is mandatory for counseling all NCOs, CPL through CSM.</li> <li>3. Active Component. Initial counseling must be conducted within the first 30 days of each rating period, and at least quarterly thereafter. Reserve Components. (AFNG, USAF). Counseling must be conducted at least semiannually. There is no mandatory counseling at the end of the rating period.</li> </ol>			
<b>CHECKLIST - FIRST COUNSELING SESSION AT THE BEGINNING OF THE RATING PERIOD</b>			
<p><b>PREPARATION</b></p> <ol style="list-style-type: none"> <li>1. Schedule counseling session; notify rated NCO</li> <li>2. Get copy of last duty description used for rated NCO's duty position, a blank copy of the NCOER, and the names of the new rating chain.</li> <li>3. Update duty description (see page 2).</li> <li>4. Fill out rating chain and duty description on working copy of NCOER Parts II and III.</li> <li>5. Read each of the values/responsibilities in Part IV of NCOER and the expanded definitions and examples on pages 3 and 4 of this form.</li> <li>6. Think how each value and responsibility in Part IV of NCOER applies to the rated NCO and his/her duty position.</li> </ol> <p><small>Note: Leadership and training may be more difficult to apply than the other values/responsibilities when the rated NCO has no subordinates. Leadership is simply influencing others in the accomplishment of the mission and that can include peers and superiors. It also can be applied directly to additional duties and other areas of Army community life. Individual training is the responsibility of all NCOs whether or not there are subordinates. Every NCO knows something that can be taught to others and should be involved in some way in a training program.</small></p> <ol style="list-style-type: none"> <li>7. Decide what you consider necessary for success (a meets standards rating) for each value/responsibility. Use the examples listed on pages 3 and 4 of this form as a guide in developing your own standards for success. Some may apply exactly, but you may have to change them or develop new ones that apply to your situation. Be specific so the rated NCO will know what is expected.</li> <li>8. Make notes in blank spaces in Part IV of NCOER to help when counseling.</li> <li>9. Record rated NCO's name, rank, duty position, and unit date on this form.</li> <li>10. Write key points to be made during the counseling session on this form.</li> <li>11. Review Developmental Counseling in FM 22-100, appendix C.</li> </ol>		<p><b>COUNSELING</b></p> <ol style="list-style-type: none"> <li>1. Make sure rated NCO knows rating chain.</li> <li>2. Show rated NCO the draft duty description on your working copy of the NCOER. Explain all parts. If rated NCO performed in position before, ask for any ideas to make duty description better.</li> <li>3. Discuss the meaning of each value/responsibility in Part IV of NCOER. Use the trigger words on the NCOER, and the expanded definitions on pages 3 and 4 of this form to help.</li> <li>4. Explain how each value/responsibility applies to the specific duty position by showing or telling your standards for success (a meets standards rating). Use examples on pages 3 and 4 of this form as a start point. Be specific so the rated NCO really knows what's expected.</li> <li>5. When possible, give specific examples of excellence that could apply. This gives the rated NCO something special to strive for. Remember that only a few achieve real excellence and that real excellence always includes specific results and often includes accomplishments of subordinates.</li> <li>6. Give rated NCO opportunity to ask questions and make suggestions.</li> </ol>	
<b>CHECKLIST - LATER COUNSELING SESSIONS DURING THE RATING PERIOD</b>			
<p><b>PREPARATION</b></p> <ol style="list-style-type: none"> <li>1. Schedule counseling session; notify rated NCO and tell him/her to come prepared to discuss what has been accomplished in each value/responsibility area.</li> <li>2. Look at working copy of NCOER you used during last counseling session.</li> <li>3. Read and update duty description. Especially note the area of special emphasis; the priorities may have changed.</li> <li>4. Read again, each of the values/responsibilities in Part IV of NCOER and the expanded definitions and examples on pages 3 and 4 of this form; then think again about your standards for success.</li> <li>5. Look over the notes you wrote down on page 2 of this form about the last counseling session.</li> </ol>		<ol style="list-style-type: none"> <li>6. Think about what the rated NCO has done so far during this rating period (specifically, observed action, demonstrated behavior, and results).</li> <li>7. For each value/responsibility area, answer three questions: First, what has happened in response to any discussion you had during the last counseling session? Second, what has been done well?; and Third, what could be done better?</li> <li>8. Make notes in blank spaces in Part IV of NCOER to help focus when counseling. (Use new NCOER if done is full from last counseling session)</li> <li>9. Write key points to be made during the counseling session on this form.</li> <li>10. Review Developmental Counseling in FM 22-100, appendix C.</li> </ol>	

PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)			
a. ARMY VALUES. Check either "YES" or "NO". Comments are mandatory for "No" entries; optional for "Yes" entries.)		YES	NO
<div style="display: flex; flex-direction: column; align-items: center;"> <div style="margin-bottom: 20px;">V A L U E S</div> <div style="display: flex; flex-direction: column; align-items: center;"> <div>Loyalty</div> <div>Duty</div> <div>Respect</div> <div>Selfless-Service</div> </div> <div style="margin-top: 20px;">Honor Integrity Personal Courage</div> </div>	1. LOYALTY: Bears true faith and allegiance to the U. S. Constitution, the Army, the unit, and other soldiers.		
	2. DUTY: Fulfills their obligations.		
	3. RESPECT/EO/EOD: Treats people as they should be treated.		
	4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.		
	5. HONOR: Lives up to all the Army values.		
	6. INTEGRITY: Does what is right - legally and morally.		
	7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).		
Bullet comments  <div style="border: 1px solid black; padding: 10px; min-height: 40px;">             O Loyal to the unit           </div>			

DA FORM 2166-8, OCT 2001

REPLACES DA FORM 2166-7, SEP 87, WHICH IS OBSOLETE

USAPA V1.00

**NOTE:** The rater will answer each question in the values (Part IVa) portion by placing a typed or handwritten "X" in either the "YES" or "NO" box. The rater will then explain with bullet comments any area where the rated NCO is particularly strong or needs improvement. Bullet comments are mandatory for "NO" ratings.

- (1) **Block a:** Verify that the rater recorded a specific bullet example for each "X" placed in a "No" box in Block a.
- (2) Ensure that all comments are appropriate.
  - a. Verify that no comments in the report refer to unverified derogatory information concerning the rated NCO.
  - b. Verify that no inappropriate or arbitrary remarks related to race, color, religion, gender, or national origin have been recorded in the report.
  - c. Verify that there is no mention of any punitive or administrative action being taken or planned against the rated NCO.
  - d. Verify that the rater did not use personal pronouns in any comment section of Part IV.

RATED NCO'S NAME (Last, First, Middle Initial) +	SSN	THRU DATE +
<b>PART IV (Rater) - VALUES/NCO RESPONSIBILITIES</b> <div style="font-size: small; margin-top: 5px;"> <i>Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory.              Specific Bullet examples of "SUCCESS" are optional.</i> </div>		
<b>b. COMPETENCE</b> o Duty proficiency; MOS competency o Technical & tactical; knowledge, skills, and abilities o Sound judgment o Seeking self-improvement; always learning o Accomplishing tasks to the fullest capacity; committed to excellence		
<div style="display: flex; justify-content: space-between; font-size: x-small;"> <span><b>EXCELLENCE</b> (Exceeds std)</span> <span><b>SUCCESS</b> (Meets std)</span> <span><b>NEEDS IMPROVEMENT</b> (Some) (Much)</span> </div> <div style="display: flex; justify-content: space-around;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>		
<b>c. PHYSICAL FITNESS &amp; MILITARY BEARING</b> o Mental and physical toughness o Endurance and stamina to go the distance o Displaying confidence and enthusiasm; looks like a soldier	APFT	HEIGHT/WEIGHT
<div style="display: flex; justify-content: space-between; font-size: x-small;"> <span><b>EXCELLENCE</b> (Exceeds std)</span> <span><b>SUCCESS</b> (Meets std)</span> <span><b>NEEDS IMPROVEMENT</b> (Some) (Much)</span> </div> <div style="display: flex; justify-content: space-around;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>		
<b>d. LEADERSHIP</b> o Mission first o Genuine concern for soldiers o Instilling the spirit to achieve and win o Setting the example; Be, Know, Do		
<div style="display: flex; justify-content: space-between; font-size: x-small;"> <span><b>EXCELLENCE</b> (Exceeds std)</span> <span><b>SUCCESS</b> (Meets std)</span> <span><b>NEEDS IMPROVEMENT</b> (Some) (Much)</span> </div> <div style="display: flex; justify-content: space-around;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>		
<b>e. TRAINING</b> o Individual and team o Mission focused; performance oriented o Teaching soldiers how; common tasks, duty-related skills o Sharing knowledge and experience to fight, survive and win		
<div style="display: flex; justify-content: space-between; font-size: x-small;"> <span><b>EXCELLENCE</b> (Exceeds std)</span> <span><b>SUCCESS</b> (Meets std)</span> <span><b>NEEDS IMPROVEMENT</b> (Some) (Much)</span> </div> <div style="display: flex; justify-content: space-around;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>		
<b>f. RESPONSIBILITY &amp; ACCOUNTABILITY</b> o Care and maintenance of equipment/facilities o Soldier and equipment safety o Conservation of supplies and funds o Encouraging soldiers to learn and grow o Responsible for good, bad, right & wrong		
<div style="display: flex; justify-content: space-between; font-size: x-small;"> <span><b>EXCELLENCE</b> (Exceeds std)</span> <span><b>SUCCESS</b> (Meets std)</span> <span><b>NEEDS IMPROVEMENT</b> (Some) (Much)</span> </div> <div style="display: flex; justify-content: space-around;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>		

### Block b, d, e, & f:

Verify:

- The rated NCO's full name, email address, SSN, and "thru" date have been entered at the top of page 2.
- There is a typed or handwritten "X" in the appropriate box for each block.
- All "Excellence" or "Needs Improvement" ratings are explained by specific bullet comments.
- Bullet comments are short and concise, begin with an action verb or the possessive pronoun his or her, and are used only once in this part.
- No comments refer to prior or subsequent NCO-ERs.
- No comments refer to performance or incidents which occurred before or after this rating period.

<b>c. PHYSICAL FITNESS &amp; MILITARY BEARING</b> o Mental and physical toughness o Endurance and stamina to go the distance o Displaying confidence and enthusiasm; looks like a soldier	<b>APFT</b>	<b>HEIGHT/WEIGHT</b>
<b>EXCELLENCE</b> <i>(Exceeds and)</i>	<b>SUCCESS</b> <i>(Meets and)</i>	<b>NEEDS IMPROVEMENT</b> <i>(Some) (Much)</i>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Block c:**

- (1) Verify that the rater entered "PASS", "FAIL", or "PROFILE" in the APFT box of Block c and the year and month of the APFT results or the year and month the profile was awarded.
- (2) Verify that the rater entered a bullet comment in Block c to explain why he or she left the APFT box blank.
- (3) Verify that the rater entered a bullet comment in Block c to explain why he or she rated the NCO as "FAIL" or "PROFILE" in the APFT box.
- (4) Verify that the rater completed the "HEIGHT/WEIGHT" box of Block c by recording the rated NCO's verified height and weight as of the rater's signature date.
- (5) Verify that the entry in the "HEIGHT/WEIGHT" box indicates the rated NCO's compliance or noncompliance ("YES" or "NO") with the provisions of AR 600-9. If the rater left the block blank, ensure that there is a bullet comment in block c explaining why this block is left blank.

PART V - OVERALL PERFORMANCE AND POTENTIAL	
<p>a. RATER. Overall potential for promotion and/or service in positions of greater responsibility.</p> <div style="display: flex; justify-content: space-around; text-align: center; margin-bottom: 10px;"> <div>AMONG THE BEST</div> <div>FULLY CAPABLE</div> <div>MARGINAL</div> </div> <div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div> <p>b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.</p> <hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> <hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> <hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/>	<p>e. SENIOR RATER BULLET COMMENTS</p> <p style="font-size: 1.2em; margin-top: 20px;">o Senior Rater does not meet minimum qualifications</p>
<p>c. SENIOR RATER. Overall performance</p> <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="border: 1px solid black; width: 20px; height: 20px; margin-right: 5px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin-right: 5px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin-right: 5px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin-right: 5px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div> <div style="display: flex; justify-content: space-around; font-size: 0.8em; margin-top: 5px;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span> </div> <div style="display: flex; justify-content: space-around; font-size: 0.7em; margin-top: 5px;"> <span>Successful</span><span></span><span>Fair</span><span>Poor</span> </div>	<p>d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.</p> <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="border: 1px solid black; width: 20px; height: 20px; margin-right: 5px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin-right: 5px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin-right: 5px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin-right: 5px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div> <div style="display: flex; justify-content: space-around; font-size: 0.8em; margin-top: 5px;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span> </div> <div style="display: flex; justify-content: space-around; font-size: 0.7em; margin-top: 5px;"> <span>Superior</span><span></span><span>Fair</span><span>Poor</span> </div>

DA FORM 2166-8, OCT 2001 USAPA V1.00

- (1) **Part V(a):** The rater lists the appropriate level of rating in one of the provided boxes.
- (2) **Part V(b):** The rater lists at least two duty positions and no more than three future duty positions (job title) in which the rated NCO could best serve the Army at his/her current or next grade.
- (3) **Part V(c) and V(d):** The Senior Rater evaluates overall performance and potential by placing one typed or handwritten "X" (in black ink) in the appropriate box for each area. The senior rater's box marks are independent of those placed by the rater.
- (4) Verify that the senior rater evaluated the rated NCO's overall potential for promotion and/or service in positions of greater responsibility by placing a handwritten "X" in black ink in the appropriate box in Block d.
- (5) **Part V(e):** Use these guidelines for the senior rater's bullet comments:
  - (a) Bullet comments are mandatory.
  - (b) Marginal ratings given by rater and fair, or poor ratings in Part V must be addressed.
  - (c) Should focus on potential, but may address performance, and/or the evaluation given by the rater.
  - (d) If senior rater meets minimum qualifications he/she must make bullet comments.

+ <b>NCO EVALUATION REPORT</b> +							SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX C.		
For use of this form, see AR 623-205; the proponent agency is ODCSPER									
PART I - ADMINISTRATIVE DATA									
a. NAME (Last, First, Middle Initial) <b>GREEN, MARY B.</b>				b. SSN <b>979-00-1234</b>		c. RANK <b>SFC</b>		d. DATE OF RANK <b>980701</b>	e. PMOSC <b>42A4PA300</b>
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND <b>Co A, 1<sup>st</sup> Bn, 87<sup>th</sup> Inf 10<sup>th</sup> Mountain Div, Ft Drum, NY 31846 FORSCOM</b>							g. REASON FOR SUBMISSION <b>2 Annual</b>		
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL	l. RATED NCO COPY (Check one and Date)		m. PSC Initials	n. CMD CODE	o. PSB CODE
FROM	THRU								
YYYY MM	YYYY MM								
<b>2008 05</b>	<b>2009 04</b>	<b>11</b>	<b>P</b>	<b>1</b>	<input checked="" type="checkbox"/> 1. Given to NCO <input type="checkbox"/> 2. Forwarded to NCO		<b>20090515</b>	<b>DS</b>	<b>TA19</b>

- (1) Determine how to deliver a copy of the completed NCO-ER to the rated NCO.
  - (a) Place a typed or handwritten "X" in black ink in Box 1 of Block I when handing a copy of the NCO-ER directly to the rated NCO.
  - (b) Enter a typed or handwritten "X" in black ink in Box 2 of Block I when forwarding a copy of the NCO-ER to the rated NCO.
  - (c) Type, or enter in black ink, the date in Block I indicating the six-digit year, month, and day the NCO-ER is given to the rated NCO, or forwarded to him/her.
- (2) Obtain the PSB representative's handwritten initials in black ink in Block m.
- (3) Submit the completed NCO-ER to the Personnel Services Sergeant for review and approval.
- (4) Provide a copy of the completed NCO-ER and copies of any authorized enclosures to the rated NCO once the report has been approved by the Personnel Services Sergeant and returned.
  - (a) Hand the completed NCO-ER to the rated NCO when an "X" is placed in Box 1 of Block I.
  - (b) Mail a copy of the completed NCO-ER and copies of any authorized enclosures to the rated NCO in a sealed envelope through the distribution center or first-class mail when an "X" is placed in Box 2 of Block I.
  - (c) Mail a copy of the completed NCO-ER and copies of any authorized enclosures by certified mail to a rated NCO who refused to sign the report and it cannot be hand delivered to him or her.
- (5) Forward the original of the completed NCO-ER and any authorized enclosures intact to USAEREC.
  - (a) Place the original of the completed NCO-ER, along with the originals of any authorized enclosures, in a large envelope with cardboard backing to ensure safe mailing and seal it.
  - (b) Address the envelope to the Commander, USAEREC, ATTN: PCRE-RE, Fort Benjamin Harrison, Indiana 46249-5301.

- (c) Stamp or print "NONMACHINEABLE" on the envelope.
- (d) Stamp or print "CONTAINS NCO-ER" in the lower left corner on the front of the envelope.
- (e) Forward the envelope to USAEREC via first-class mail in time to reach its destination not later than 60 days after the ending month of the NCO-ER.

MILPER MESSAGE NUMBER : 02-114  
TAPC-MSR  
PROCESSING NCO-ERS WITH GAPS IN REPORTING PERIODS (UPDATE)

1. THIS MILPER MESSAGE WILL EXPIRE NLT 4 MAR 04.

2. REF. AR 623-205.

3. THIS MESSAGE ANNOUNCES PROCEDURAL CHANGES IN THE PROCESSING OF NCO-ERS THAT ARE RECEIVED AT THE U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER (EREC) WITH GAPS IN THE REPORTING PERIOD. A GAP IN REPORTING PERIOD IS WHEN THE FROM DATE OF THE REPORT RECEIVED IS NOT THE MONTH AFTER THE END DATE OF THE LAST REPORT ON FILE. THIS USUALLY MEANS THAT THERE IS A REPORT MISSING FROM THE FILE. IN THE PAST, EREC WOULD NOT PROCESS ANY SUBSEQUENT REPORTS UNTIL ALL REPORT PERIOD GAPS WERE RESOLVED AND THE RECORD REFLECTS CONSECUTIVE RATING PERIODS. EFFECTIVE WITH REPORTS ENDING IN MARCH 2002 AND LATER, THE FOLLOWING PROCEDURES WILL APPLY AND THEY INCLUDE A NEW REQUIREMENT IN THE PREPARATION OF NCO-ERS AT THE UNIT LEVEL. THIS APPLIES ONLY TO ACTIVE ARMY REPORTS PROCESSED AT EREC.

A. ALL NCO-ERS WITH THRU/END DATE OF MARCH 2002 AND LATER MUST CONTAIN THE AKO EMAIL ADDRESS OF THE RATED NCO AND THE RATING OFFICIALS. THE EMAIL ADDRESS FOR THE RATED NCO WILL BE ENTERED ON THE SAME LINE AS THE RATED NCO'S NAME ON THE TOP BACK SIDE (PAGE 2) OF THE NCO-ER. AFTER THE NAME (IN ALL CAPS), MOVE FOUR SPACES AND TYPE THE RATED NCO'S EMAIL ADDRESS. FOR EXAMPLE: TASMANIAN, DEVIL POODLE devil.p.tasmanian@. SINCE THE LAST PORTION OF ALL AKO EMAIL ADDRESSES ARE THE SAME, THE ONLY PORTION TO BE ENTERED ON THE NCO-ER IS THAT PORTION UP TO THE @ SIGN. THE LAST PORTION OF THE AKO EMAIL ADDRESS (US.ARMY.MIL) WILL NOT BE ENTERED ON THE NCO-ER. THE EMAIL ADDRESSES FOR ALL THREE RATING OFFICIALS WILL BE ENTERED ON THE LAST LINE OF PART IIId (AREAS OF SPECIAL EMPHASIS). THE DATA WILL BE ENTERED IN THE FOLLOWING MANNER: Rater: andrew.crocodile@. S/R: bobby.meddler@bragg.army.mil; Rev: daryl.seeme@bragg.army.mil. ONLY ONCE SPACE IS NECESSARY BETWEEN ADDRESSES. THE UNIT S1 AND/OR LOCAL/SUPPORTING PSB WILL MONITOR COMPLETED NCO-ERS TO ENSURE COMPLIANCE WITH THIS MESSAGE.

B. WHEN REPORTS ARE RECEIVED AT EREC WITH A GAP IN THE REPORTING PERIOD, THE SUBMITTED NCO-ER WILL BE ACCEPTED FOR PROCESSING/FILING. HOWEVER, AN EMAIL WILL BE PREPARED AND DISPATCHED TO THE RATED NCO AND THE RATING OFFICIALS NOTIFYING THEM OF THE GAP/MISSING REPORT. IT WILL INFORM THE RATED NCO AND RATING OFFICIALS THAT ALTHOUGH THE REPORT HAS BEEN ACCEPTED FOR PROCESSING, THERE IS A DISCREPANCY IN THE REPORT PERIOD BASED ON THE END DATE OF THE LAST REPORT ON FILE. THE EMAIL WILL ESTABLISH A SUSPENSE OF 30 DAYS FOR THE RATED NCO/RATING OFFICIALS TO RESOLVE THE DISCREPANCY. IF NO RESPONSE IS RECEIVED WITHIN 30 DAYS, A SECOND EMAIL WILL BE PREPARED BUT THIS TIME TO THE INSTALLATION CSM. IT WILL INFORM THE CSM OF THE PREVIOUS EMAIL AND THE COMMAND'S FAILURE TO RESPOND WITHIN THE ESTABLISHED SUSPENSE. THIS EMAIL WILL GRANT AN ADDITIONAL 30 DAYS TO RESOLVE THE REPORT PERIOD GAP. IF IT IS NOT RESOLVED WITHIN 30 DAYS AFTER THE 2D EMAIL NOTIFICATION, THE PERIOD OF THE GAP WILL BE DECLARED NON-RATED TIME ON THE RATED NCO'S OMPF AND NO FURTHER ATTEMPTS TO RESOLVE THE DISCREPANCY WILL BE MADE. HOWEVER, THE LAST REPORT WILL REMAIN ON FILE IN THE OMPF.

4. DIRECT QUESTIONS REGARDING NCO-ER POLICY TO SGM EVERETTE, EVALUATION SYSTEMS OFFICE AT DSN 221-8009, CML (703)-325-8009, OR ANTHONY.EVERETTE@HOFFMAN.ARMY.MIL. DIRECT QUESTIONS REGARDING NCO-ER PROCESSING TO MSG ADAMS, EREC, AT DSN 699-3696, CML (317)510-3696.



MILPER MESSAGE NUMBER : 02-122  
TAPC-MSR  
PROCESSING NCO-ERS WITH GAPS IN REPORTING PERIODS (CLARIFICATION)

1. THIS MILPER MESSAGE WILL EXPIRE NLT 19 MAR 04.
2. REF. AR 623-205.
3. THIS MESSAGE CLARIFIES INSTRUCTION IN MILPER MESSAGE: 02-114. FIRST AND FOREMOST THE GUIDANCE PROVIDED WAS FOR NCO-ERS RECEIVED AT EREC WITH GAPS. THE GAPS REFERRERES TO THE NCO-ERS THAT WERE NOT CHECKED COMPLETELY AND FORWARD TO EREC BEFORE THE PREVIOUS REPORT WAS RECEIVED. THIS MAY HAVE HAPPENED FOR SEVERAL REASONS SUCH AS, CHANGE OF RATER NOT BEING SUBMITTED UPON PCS, NCO-ER RETURNED FROM EREC FOR CORRECTION BUT WAS NOT CORRECTED AND RETURNED, INCORRECT BEGINNING DATE ON THE NEW REPORT, ETC... NO NCO-ER SHOULD KNOWINGLY BE SENT TO EREC WITH A GAP IN REPORTING PERIODS.
4. THE INSTRUCTION FOR THE PLACEMENT OF THE RATER'S, SENIOR RATER'S AND REVIEWER'S E-MAIL ADDRESS IN PART IIID OF THE DA FORM 2166-8 ARE AS FOLLOWS: IF ALL RATING OFFICIALS OF THE NCO ARE ACTIVE DUTY ARMY SOLDIER, THEN ALL E-MAIL ADDRESS WILL BE ENTERED IN THE AKO FORMAT, (AKO ADDRESS UP TO AND INCLUDE THE @ SIGN). IF EITHER OF THE RATING OFFICIALS ARE CIVILIANS OR MEMBERS OF ANOTHER BRANCH OF SERVICE , THEN USE THE INSTALLATION E-MAIL ADDRESS. IF THEY DO NOT HAVE AN INSTALLATION E-MAIL ADDRESS THEN USE WHATEVER E-MAIL ADDRESS THEY HAVE. EXAMPLE OF AN E-MAIL ADDRESS WITH ALL ACTIVE DUTY SOLDIER, (RATER: JOE.BLOW@ S/R: JANE.DOE@ REV: JOHN.D.SMITH@). EXAMPLE OF AN E-MAIL ADDRESS WITH THE SENIOR RATER AS A CIVILIAN OR ANOTHER BRANCH OF SERVICE, (RATER: JOE. BLOW@ S/R: JANE.DOE@BRAGG.ARMY.MIL REV: JOHN.D.SMITH@). THE "REV" IN THE REVIEW'S E-MAIL ADDRESS WILL BE "R" IN UPPER CASE AND "EV" IN LOWER CASE.
5. THE MAJOR REASON FOR THE ORIGINAL MESSAGE WAS TO PREVENT A GAP IN NCO-ER REPORTING PERIOD. TO ENSURE OUR NCOS ARE EVALUATED COMPLETELY AND ACCURATELY IT IS INCUMBENT UPON ALL OF US, THE RATED NCO, THE RATING OFFICIALS, THE PAC AND THE PSB TO CHECK AND DOUBLE-CHECK THE NCO-ER PERIOD OF REPORT PRIOR TO SUBMISSION. ALL ACTIVE DUTY ARMY NCO-ERS MUST HAVE THE E-MAIL ADDRESS.
6. DIRECT QUESTION REGARDING NCO-ER POLICY TO SGM HARRISON, EVALUATION SYSTEM OFFICE AT DSN 221-8009, CML (703) 325-8009, OR HARRISO@HOFFMAN.ARMY.MIL DIRECT QUESTIONS REGARDING NCO-ER PROCESSING TO MSG ADAMS, EREC, AT DSN 699-3696, CML (317) 510-3696.